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Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

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UNFPA — Annual report of the Executive Director

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Report on the recommendations of the Joint Inspection Unit in 2014

Report of the Executive Director

Summary

In line with General Assembly resolution 59/267, this report provides a synopsis of UNFPA management responses to the recommendations of the Joint Inspection Unit (JIU), and draws attention to specific recommendations directed to the legislative organs of the United Nations system organizations. The present report focuses on the seven JIU reports and notes relevant to UNFPA issued in 2014. Overall, 41 of the 61 JIU recommendations issued are relevant to UNFPA; 34 are addressed to UNFPA management and 7 to the legislative organs. The present report provides UNFPA management responses to the relevant recommendations and includes an update on the implementation status of recommendations contained in the JIU reports issued in 2012 and 2013.

Elements of a decision

The Executive Board may wish to take note of the present report, especially those aspects of the JIU reports that have particular relevance to the work of UNFPA.

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I. Overview of Joint Inspection Unit reports and notes

1. The present report provides a summary of UNFPA management responses to recommendations issued by the Joint Inspection Unit (JIU), included in seven reports or notes relevant to UNFPA, which were issued since the report of 2013 (DP/FPA/2014/5 [Part II]). The present document includes the recommendations directed to the UNFPA governing body. These reports and notes concern the following:

(a) An analysis of the resource mobilization function in the United Nations system (JIU/REP/2014/1);

(b) Capital/refurbishment/construction projects across the United Nations system (JIU/REP/2014/3);

(c) Post-Rio+20 review of environmental governance within the United Nations system (JIU/REP/2014/4);

(d) Analysis of the evaluation function in the United Nations system (JIU/REP/2014/6);

(e) Use of non-staff personnel and related contractual modalities in the United Nations system organizations (JIU/REP/2014/8);

(f) Contract management and administration in the United Nations system (JIU/REP/2014/9); and

(g) Use of retirees and staff retained beyond the mandatory age of separation at the United Nations organizations (JIU/NOTE/2014/1).

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations

2. The management responses to the relevant recommendations in the seven JIU reports and notes, including the recommendations for consideration by the legislative body, are provided below. Annex 1 to the present report provides a statistical summary of the reports and notes that are subject to the present reporting; annexes 2 and 3 provide information on the implementation status of recommendations issued in 2013 and 2012, respectively; annex 4 contains an overview of the recommendations pertaining to the reports and notes relevant to UNFPA included in this report and directed to the UNFPA Executive Board; and annex 5 outlines topics of relevance for UNFPA in the JIU work programme for 2015.

A. An analysis of the resource mobilization function in the United Nations system (JIU/REP/2014/1)

3. The review aimed to (a) map the existing resource mobilization strategies/policies; (b) identify good practices related to their implementation; (c) explore the coordination within and among entities in their headquarters locations and in the field; (d) review the functioning and staffing of resource mobilization units/offices; and (e) seek to understand the perspective of major Member State contributors.

4. Resource mobilization is no longer looked upon in purely transactional terms; it is perceived as attentive nurturing of a lasting relationship with donors as partners, requiring effective communication strategies and continuous dialogue and back-end servicing.

5. The review revealed that most organizations have a formal, comprehensive organization-wide strategy for resource mobilization, as well as procedures and policies to that effect. It further

indicates that most Member State donors agree that the United Nations development system needs multi-year commitments and non-earmarked funds for better mandate delivery. Donors maintain that strengthening core resources is a desirable goal to enhance predictability of funding and better allocation of funds to mandated programmes and activities; however, many factors nudge them towards non-core contributions: easier alignment of funds with their own national priorities; the need for visibility and attribution; accountability pressures and increased scrutiny of budgetary, audit and parliamentary authorities; growing concern for value-for-money and results-based management of organizations and their expenditures, just to name a few.

6. Further, the emergence of non-traditional non-state donors – the private sector, corporate entities, philanthropic foundations and high net-worth individuals – brings with it other risks that also need to be managed. Due diligence processes and procedures for dealing with potential fraud, misconduct, misappropriation and financial wrongdoing are equally important to donors and the organizations concerned. Demands for additional reporting requirements have built-in resource implications and higher transaction costs.

7. The JIU report includes five recommendations, of which four are relevant to UNFPA; two are addressed to the Executive Board (recommendations 1 and 2) and two to the Executive Director (recommendations 4 and 5).

8. The JIU recommends that the legislative bodies periodically review the strategies/policies of the organizations under their purview, including by providing political guidance and oversight (recommendation 1). It further recommends that the legislative bodies request that Member States, when providing specified contributions, make them more predictable, long-term, and in line with the core mandate and priorities of the organization (recommendation 2). The report recommends that the executive heads put in place risk management and due diligence processes (recommendation 4) and to organize structured dialogues with donors so that they can agree upon common reporting requirements, taking fully into account the single audit principle (recommendation 5).

9. UNFPA supports the findings and recommendations of the report. The Executive Board is actively engaged in a dialogue with UNFPA on its resource strategy. A revised strategy, which will incorporate risk management and due diligence mechanisms, is under development, and will be presented at the second regular session of the Executive Board in September 2015.[1] At the same time, UNFPA is actively working with the United Nations development system on a dialogue with the respective executive boards on standardizing reporting and data requirements.

B. Capital/refurbishment/construction projects across the United Nations system organizations (JIU/REP/2014/3)

10. This JIU study presented key lessons learned from capital/refurbishment/construction projects across the United Nations system organizations. It recommended best practices that should be applied during the different phases of the life cycle of all projects (pre-planning; planning; executing and completing) irrespective of their location, scale and type. The study further recommended that the United Nations system organizations establish a coordination body to disseminate such best practices and lessons learned regarding refurbishment and construction.

11. A main finding of the study was that, to date, only few organizations had started taking into account their overall global needs for construction and refurbishment of buildings and their systems, in order to plan and prioritize projects accordingly. The projects reviewed had been planned

[1] Executive Board decision 2014/25 — Funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development.

individually, and not as part of a global strategy. Therefore, the Inspectors welcomed the establishment of capital master plans that forecast the organizations' long-term refurbishment and construction needs as a standard good practice within the United Nations system.

12. Although the JIU report was provided for information to UNFPA, the organization is committed to supporting such efforts, including through its active participation in the relevant inter-agency body.

C. Post-Rio+20 review of environmental governance within the United Nations system (JIU/REP/2014/4)

13. This review is a follow-up to the 2008 JIU management review of international environmental governance (JIU/REP/2008/3), which contributed to strengthening environmental governance within the United Nations system, including multilateral environmental agreements. It assessed international environmental governance within the context of the institutional framework for sustainable development agreed upon at the United Nations Conference on Sustainable Development, which called for policy coherence, efficiency, reduction of duplication and overlap, and enhanced coordination and cooperation among the United Nations system entities.

14. The report found notable improvements in some specific areas, such as better governance with the universal membership of the governing bodies of the United Nations Environment Programme (UNEP), empowering UNEP to lead efforts to formulate the United Nations system-wide strategies on the environment; stronger networking and partnership among a number of organizations of the United Nations system, as well as synergy and clustering efforts of multilateral environmental agreements, and a stronger involvement of these agreements in sustainable development; mainstreaming of the environmental dimension of sustainable development in operational activities at the country level; and an impressive growth in multilateral resources available for environment activities undertaken by the United Nations system organizations, which more than doubled over a six-year period, to reach $4 billion in 2012.

15. The report also revealed that further action is required to respond to the call by the United Nations Conference on Sustainable Development. In that respect, JIU reiterated its 2008 recommendations and put forward 13 recommendations addressed to the General Assembly and the United Nations Environmental Assembly of UNEP and the executive heads of the United Nations system organizations.

16. Three of these recommendations are relevant for UNFPA, in its role on the Chief Executives Board and at the country level, to promote environmental protection as part of sustainable development. UNFPA supports the recommendations, and will continue to support inter-agency and country-level efforts in promoting sustainable development, including environmental protection.

D. Analysis of the evaluation function in the United Nations system (JIU/REP/2014/6)

17. In the current context of resource constraints and in view of the national and global challenges that require new approaches in development and humanitarian assistance, the United Nations system is faced with the need to account for the use of resources and to demonstrate results and the added value of its work. The evaluation function is one of the main instruments of support in addressing demands for accountability for results and added-value, for learning, improvement and knowledge development, and for strengthening the United Nations leadership role in global governance and in directing reforms that influence the lives of people worldwide.

18. The JIU report presents a comprehensive analysis of the evaluation function and assesses the critical components that define a relevant, independent and credible evaluation function, the level of readiness of the function for emerging changes and challenges, and the enabling factors that support the function. The study focused primarily on the central evaluation function and secondarily on the decentralized one.

19. The report found that the central evaluation function has grown through the years, striving for quality and efficiency; however, the level of commitment to evaluation across the United Nations system is not commensurate with the growing demand on the function. Evaluation systems, mechanisms and outputs, and the quality thereof vary across organizations, with the level of advancement being affected by organization size, the resource level committed to evaluation, and the structural location of the function. The report calls for organizations to address the systemic constraints associated with the function being underresourced and overstretched and, therefore, less prepared to respond to emerging demands; the need to be more strategic in balancing accountability and learning; and to apply more integrative and system-based approaches to enhance coherence, impact and sustainability of the function.

20. The JIU report further found that very few organizations have defined institutional frameworks for decentralized evaluations. The purpose, level of development and overall integrity of decentralized evaluation is ambiguous. The report calls for dedicated efforts and resources to address the strategic positioning and comparative value of decentralized evaluation in the current context, and for the development of an appropriate institutional framework and mechanisms, fit for purpose, for the decentralized function.

21. The report calls for being open to restructuring the function, to support change and transformations in today's world: this would include enhanced linkages between central and decentralized evaluations; more joint and system-wide evaluations and mechanisms for quality assurance; linkages with national evaluation systems and support for evaluation capacity development.

22. Overall, the JIU report makes nine recommendations, seven of which are of relevance for UNFPA; two addressed to the Executive Board (recommendations 3 and 4) and five to the Executive Director (recommendations 2, 5, 6, 7 and 9).

23. UNFPA agrees that the report provides a comprehensive overview of the complex landscape of the evaluation function within the United Nations system.

24. Regarding the development of comprehensive budgetary frameworks for the evaluation functions (recommendation 3), UNFPA will support the Executive Board as required. The appointment of the head of evaluation (recommendation 4), with term limits and appropriate qualifications, is already in place at UNFPA.

25. On adopting a balanced approach between accountability and learning (recommendation 2), the adoption of the revised UNFPA evaluation policy and its implementation help UNFPA to make improvements in this area. UNFPA will support, as necessary, the collaboration between the United Nations Evaluation Group (UNEG) and the United Nations System Chief Executives Board for Coordination (CEB) in developing a robust and harmonized quality-assurance system for evaluation (recommendation 5). Evaluation is a priority for UNFPA and the organization reports on the level, nature and impact of its use of evaluation to the Executive Board on a yearly basis (recommendation 6). At UNFPA, the evaluation function has been recently reassessed, with a revised policy, focussed strategy and sharpened priorities, as well as a strategic positioning with the Evaluation Office reporting to the Executive Board (recommendation 7). The strengthening of national capacity for evaluation (recommendation 8) is an improvement area at UNFPA, though limited by the resources available to the evaluation function (recommendation 8). UNFPA continues

to strengthen its institutional framework on decentralized evaluations and improve its organizational capacities to ensure the quality and added value of such evaluations for the post-2015 development agenda.

E. Use of non-staff personnel and related contractual modalities in the United Nations system organizations (JIU/REP/2014/8)

26. The review provides an assessment, from a system-wide perspective, of the use of non-staff personnel, including relevant policies, regulations, contractual practices and associated managerial processes in United Nations system organizations, with a special emphasis on field office practices.

27. The review disclosed that a significant number of United Nations personnel are working under non-staff contracts. Many are working for extended periods under a de-facto employment relationship with limited or no social benefits, without representation mechanisms and access to the internal justice system. The findings highlight that the current system of hiring non-staff is inconsistent with international good labour practices, operates without real oversight and accountability, and presents risks for the organizations. Furthermore, there is a lack of congruence between the values of the United Nations organizations and the practice of differential treatment, with no clear basis for such differences.

28. The report recommends that each organization concerned undertake an analysis of its own situation regarding the long-term use of non-staff and prepare a plan (short to medium-term) to address relevant issues. The plan, including an assessment of the financial resources required for its implementation, should be presented to governing bodies for their necessary support. The report also calls for harmonizing non-staff policy and practices at the level of the High-level Committee on Management and the CEB. Altogether, the report contains 13 recommendations: one addressed to the Secretary-General as chair of the CEB; one for the consideration of the Executive Board; and 11 addressed to the Executive Director.

29. UNFPA welcomes the findings of the report and is reviewing its own use of non-staff personnel. A significant number of contracts of non-staff personnel have already been converted to staff contracts, where appropriate. In addition, a one-off review is planned for 2015, to review existing non-staff contracts and convert them, if appropriate, to staff contracts. In addition, the current policies on the use of special service agreement contracts are being reviewed.

F. Contract management and administration in United Nations system organizations (JIU/REP/2014/9)

30. United Nations system organizations awarded over $16 billion in contracts in 2013 to meet their mandate and deliver their programmes. This volume of resources presents a substantial risk exposure that calls for robust governance structures and measures of accountability, to ensure efficient and effective management of contracts and minimize the risk of fraud, corruption and mismanagement. In recent years, most organizations initiated reforms to modernize and streamline their procurement process. The focus was predominantly on pre-award activities that address vendor selection and achievement of the right contract price. In contrast, post-award contract management (activities after a contract has been awarded that control performance, scope, quality and cost, and ensure compliance with contract terms and conditions) has been overlooked – although this represents one of the highest risk areas in the procurement life cycle.

31. The review found that post-award contract management is deficient on a number of fronts. Most organizations lack policies and procedures specific to contract management. The

responsibilities and accountabilities of persons managing contracts are not clearly defined. The evaluation of vendor performance is often not conducted systematically, and remedies and sanctions in case of poor vendor performance are not judiciously enforced. Existing information systems do not adequately support post-award activities; and monitoring of contract performance needs improvement to ensure that goods and services are delivered on schedule, within budget and up to expected quality standards.

32. The report makes recommendations aiming to establish proper management systems and to professionalize practices in post-award contract management (recommendation 1). In particular, it recommends that a formal delegation of authority to persons managing contracts be put in place (recommendation 3), with an annual certification of compliance through an organization's administrative pronouncement (recommendation 2), sufficient training (recommendation 5), and ensuring that this be reflected in annual performance appraisals (recommendation 6). The report also recommends that organizations reassess the resources needed for effective post-award contract management (recommendation 4) and conduct risk assessments at the start of the post-award phase (recommendation 7). Further, systems, including information technology, should be augmented, to automate contract management and better document its performance (recommendations 8, 9 and 11); protection clauses should be included in standard contractual clauses and enforced (recommendation 10); collaboration across the United Nations system to harmonize policies and procedures on post-award contract management should also be strengthened (recommendation 12).

33. Overall, 11 of the 12 recommendations included in the report are of relevance for UNFPA; 2 are addressed to the Executive Board (recommendations 1 and 3), and 9 to the Executive Director (recommendations 2 and 4-11).

34. UNFPA supports most of the findings and recommendations included in the report. The organization will incorporate the lessons learned and strengthen its policies and procedures, as appropriate; for instance, its procurement procedures (which already contain a dedicated section on contract management) (recommendation 1), or its analytical practices (recommendation 9), its statements of internal controls (recommendation 2) and risk management (recommendation 7). Regarding recommendation 3, UNFPA considers a written notification to be superfluous as the person designated to manage a contract after its award would be aware of his or her responsibility either through the job description or the annual performance management process. UNFPA supports revisiting the resources and procedures necessary for effective contract management, including systems and training (recommendations 4, 5, 6, 8, and 11); however, it would like to point out budgetary constraints. Regarding recommendation 10, UNFPA has already incorporated protection clauses in its standard agreements, and is in the process of introducing a vendor sanction mechanism. Regarding recommendation 12, although it is addressed to the CEB, UNFPA will continue its active involvement in the High Level Management Committee Procurement Network on harmonization of practices, including in the area of post-award contract management.

G. Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations (JIU/NOTE/2014/1)

35. The main findings of this review are as follows: a significant proportion of retirees were retained beyond the mandatory age of separation or rehired, singularly in senior executive and general service positions. While this practice indeed allows organizations to benefit from a wealth of knowledge and experience, it adversely affects workforce rejuvenation and the career development of staff. The review disclosed a strong correlation between, on the one hand, inadequate workforce, succession planning and knowledge transfer policies, and, on the other hand, the rehiring of a large number of retirees aged 60-65 years. The report postulates that, if the proposed increase to 65 years for mandatory age retirement for current staff were approved, the

proportion of older staff would grow, and the need to retain staff and rehire retirees would then be limited to specific exceptional cases.

36. The note contains five recommendations, four of which are of relevance to UNFPA (recommendations 2 to 5). They address the need to promote flexible or phased retirement for eligible staff and to develop an effective workforce planning, which includes forecasted retirement, timely recruitment (recommendation 5) and knowledge-sharing practices to capitalize on the experience of staff who are due to retire as well as retirees rehired, by using them for coaching and mentoring (recommendation 2). They call on executive heads to build a coherent regulatory framework for the approval of exceptions on the use of retiring or retired staff, based on relevant good practices regarding the specific needs of certain organizations, and to set the tone at the top in terms of strict compliance with regulations, limiting exceptions to cases that are fully justified, regularly monitored and reported to legislative bodies (recommendation 3). They aim at ensuring that rehiring and retention in senior executive and general service positions are restricted to instances where needs cannot be met otherwise than through employing retirees as consultants (recommendation 4).

37. UNFPA supports all four recommendations and notes that it has already mechanisms in place to address all of them.

III. Status of UNFPA implementation of Joint Inspection Unit recommendations issued during 2012-2013

38. In accordance with United Nations General Assembly resolution 60/258, requesting the JIU to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, the JIU requested information on the follow-up to recommendations issued in 2012 and 2013. Annexes 2 and 3 of the present report provide an update of the implementation status of these recommendations.

39. Of the 24 recommendations issued by the JIU in 2013 that are relevant to and accepted by UNFPA, 5 recommendations (20 per cent) had been implemented by December 2014; 15 (62 per cent) were under implementation; and 4 (16 per cent) were addressed to the governing bodies. Similarly, by December 2014, of the 35 recommendations issued in 2012 relevant to and accepted by UNFPA, 15 (40 per cent) had been implemented; 11 (29 per cent) were under implementation and 9 (24 per cent) were addressed to the governing bodies. Further details are provided in the web-based JIU follow-up system accessible to Member States.

40. UNFPA is committed to following up on the implementation of the remaining recommendations relevant to UNFPA and to continuing its contribution to the various JIU initiatives in the future.

Annex 1 – Summary of reports and notes issued in 2014

Report symbol	Report name	Total recommend-ations	Relevant to UNFPA	Recommendations directed to the Executive Board
JIU/REP/2014/1	An analysis of the resource mobilization function in the United Nations system	5	4	2
JIU/REP/2014/3	Capital/refurbishment/ construction projects across the United Nations system	4	-	-
JIU/REP/2014/4	Post-Rio+20 review of environmental governance within the United Nations system	13	3	-
JIU/REP/2014/6	Analysis of the evaluation function in the United Nations system	9	7	2
JIU/REP/2014/8	Use of non-staff personnel and related contractual modalities in the United Nations system organizations	13	12	1
JIU/REP/2014/9	Contract management and administration in the United Nations system	12	11	2
JIU/NOTE/2014/1	Use of retirees and staff retained beyond the mandatory age of separation at the United Nations organizations	5	4	-
Total for 2014		**61**	**41**	**7**

The following JIU reports and notes issued in 2014 are not relevant to UNFPA:

JIU/REP/2014/2 – Review of management and administration in the World Intellectual Property Organization;

JIU/REP/2014/5 – Follow up inspection of the 2009 review of management and administration in the World Tourism Organization;

JIU/REP/2014/7 – Review of management and administration of the Office of the High Commissioner for Human Rights.

Annex 2 – Status of implementation of JIU recommendations issued in 2013, as of December 2014

Report symbol	Report title	Total recommen d-ations	Relevant to UNFPA	To governing bodies	Organization		
					Not accepted	Implemente d/ ongoing	In progress/ to be started
JIU/REP/2013/1	Review of long-term agreements in procurement in the United Nations system	5	5	1	-	-	4
JIU/REP/2013/2	Records and archives management in the United Nations	6	6	1	-	-	5
JIU/REP/2013/3	Selection and appointment process of the United Nations Resident Coordinators, including preparation, training and support provided for their work	3	2	-	1	-	1
JIU/REP/2013/4	Review of the management of implementing partners in United Nations system organizations	12	11	2	-	5	4
JIU/NOTE/2013/1	Reference checks in the United Nations system organizations	2	1	-	-	-	1
Total for 2013		**28**	**25**	**4**	**1**	**5**	**15**

The following JIU reports issued in 2013 are not relevant to UNFPA:

JIU/NOTE/2013/2 – Review of management and administration in the Economic Commission for Latin America and the Caribbean

The following JIU study was completed and relevant to UNFPA; however, it did not contain any specific recommendations:

Feasibility study on the review of safety and security in the United Nations system organizations

Note: The number of recommendations reported herein was revised after the review of implementation progress, downloaded as of 6 February 2015 (details are provided available in the web-based JIU follow-up system).

Annex 3 – Status of implementation of JIU recommendations issued in 2012, as of December 2014

Report symbol	Report title	Total recommendations	Relevant to UNFPA	To Governing bodies	Organization		
					Not accepted/ not relevant	Implemented/ ongoing	Partially implemented/ to be started
JIU/REP/2012/2	The management of sick leave in the United Nations system	7	6	1	2	2	1
JIU/REP/2012/4	Staff recruitment in the United Nations system organizations	4	3	1	-	2	-
JIU/REP/2012/5	Review of individual consultancies in the United Nations system	13	12	1	1	4	6
JIU/REP/2012/8	Enterprise resource planning systems in United Nations system organizations	4	3	1	-	2	-
JIU/REP/2012/9	Lump-sum payments in lieu of entitlements	5	4	2	-	2	-
JIU/REP/2012/11	Financing for humanitarian operations in the United Nations system	8	5	1	-	0	4
JIU/REP/2012/12	Strategic planning in the United Nations system	5	4	2	-	2	-
JIU/NOTE/2012/4	Flexible working arrangements in the United Nations system organizations	5	1	-	-	1	-
Total for 2012		**51**	**38**	**9**	**3**	**15**	**11**

The following JIU reports issued in 2012 are not relevant to UNFPA:

JIU/REP/2012/13 – Review of management and administration in the International Atomic Energy Agency;

JIU/REP/2012/10 – Staff-management relations in the United Nations specialized agencies and common system;

JIU/REP/2012/7 – Review of management and administration in the World Health Organization, Part I;

JIU/REP/2012/6 – Review of management and administration in the World Health Organization, Part II;

JIU/REP/2013/3 – Evaluation of UN-Oceans;

JIU/REP/2013/1 – Review of management and administration in the United Nations Conference on Trade and Development.

Note: The number of recommendations reported herein was revised after the review of implementation progress, downloaded as of 6 February 2015 (details are provided available in the web-based JIU follow-up system).

Annex 4 – Review of relevant Joint Inspection Unit recommendations in 2014, for consideration by the Executive Board

Recommendation	Management comment
JIU/REP/2014/1 - An analysis of the resource mobilization function in the United Nations system	
#1 - The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	Supported
#2 - The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request Member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.	Already implemented through Executive Board decision 2014/25 - Funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development
JIU/REP/2014/6 - Analysis of the evaluation function in the United Nations system	
#3 - The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	Supported and put in place through the implementation of the revised evaluation policy
#4 - The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria: term limits should be established for a single non-renewable term of office of between five years and seven years, with no possibility for the incumbent of re-entry into the organization; the head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research, and knowledge management, and should have excellent management and leadership attributes.	Supported and already put in place through the implementation of the revised evaluation policy and the revised oversight policy
JIU/REP/2014/8 - Use of non-staff personnel and related contractual modalities in the United Nations system	
#2 - The legislative bodies of the United Nations organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	Supported
JIU/REP/2014/9 - Contract management and administration in the United Nations system organizations	
#1 - The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance, and follow-up systems to ensure effective and efficient management of post-award contract activities.	Supported
#3 - The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	Not supported

Annex 5 – Programme of work of the Joint Inspection Unit for 2015, as related to UNFPA

Following system-wide consultations and suggestions, the Joint Inspection Unit identified ten new topics in its programme of work for 2015. Of these, all but two are of interest to UNFPA and will be actively supported. The list is included below.

Item	Title	Type
1	Recommendations to the General Assembly for the determination of parameters of a comprehensive review of United Nations system support for small island developing States	System-wide
2	System-wide review of results-based management. Phase II	System-wide
3	Meta-evaluation and synthesis of United Nations Development Assistance Framework evaluations, with a particular focus on poverty eradication	System-wide
4	Evaluation of the contribution of the United Nations development system to strengthen national capacities for statistical analysis and data collection to support the achievement of the Millennium Development Goals and other internationally agreed development goals	System-wide
5	Fraud prevention and detection in the United Nations system	System-wide
6	Status of the internal audit function in the United Nations system	System-wide
7	Review of the ombudsman services across the United Nations system	System-wide
8	Succession planning in the United Nations system organizations	System-wide

Further, two topics, although not leading to a report, are also of relevance for UNFPA, as detailed in the table below.

Item	Title	Type
1	Partnership in the independent system-wide evaluation; implementation of the pilot phase	Non-report
2	Review of the acceptance and implementation of JIU recommendations by organizations	Non-report